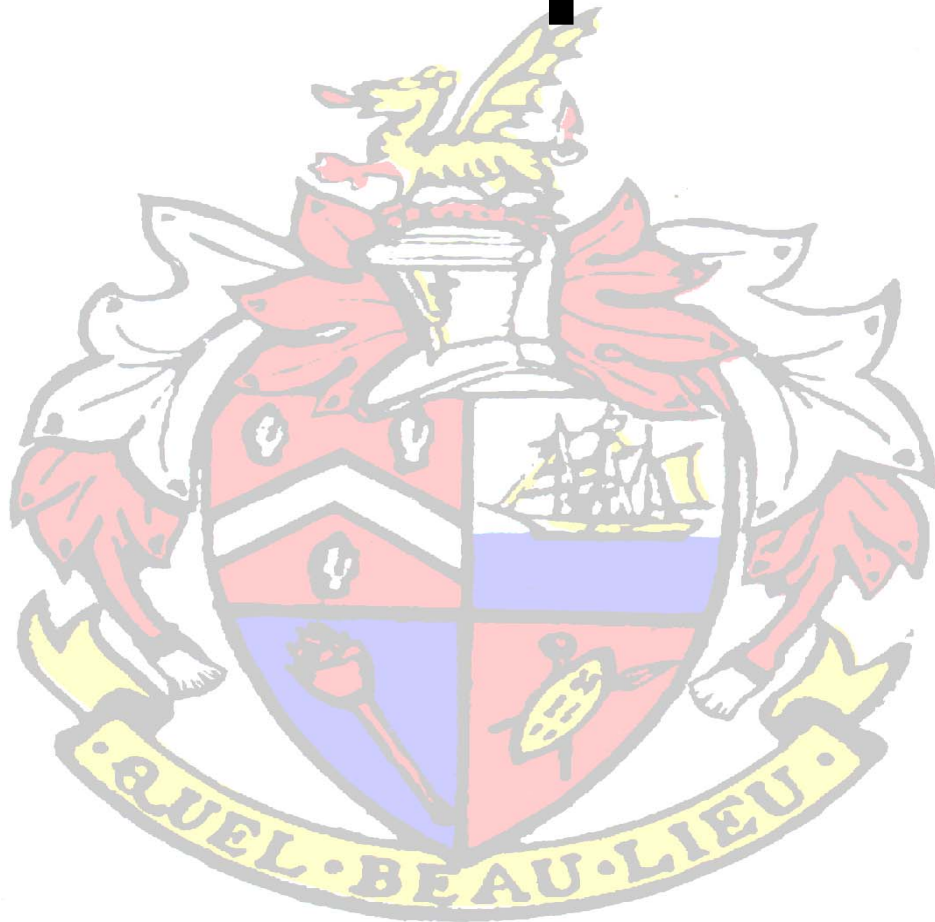


Richmond Municipality



**Top-Layer SERVICE DELIVERY AND BUDGET
IMPLEMENTATION PLAN
(SDBIP)
2010/2011 Financial Year**

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SECTION A:

A1: The Service Delivery and Budget Implementation Plan

The SDBIP provides the vital link between the mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community.

It is the intention of the Richmond Municipality to formulate a well informed SDBIP in order to ensure that appropriate information is circulated internally and externally for purposes of monitoring the execution of the budget, performance of senior management and achievement of the strategic goals of the municipality as set out in the Integrated Development Plan Review 2009/2010. It will ensure that the Administrative Head (Municipal Manager) is able to monitor the performance of senior managers, the Mayor, in turn, to monitor the performance of the municipal manager and more importantly, it will ensure that the community is able to monitor the performance of the municipality. In order to achieve this, the SDBIP should therefore determine the performance agreements between the Mayor and the Municipal Manager and, again in turn, between the Municipal Manager and senior managers (Strategic Managers) formulated and signed at the start of every financial year and approved by the mayor.

A2: The Concept of the SDBIP

Whilst the budget, which is informed by the IDP, sets the yearly service delivery and budget targets (revenue and expenditure per vote), it is imperative that in-year mechanisms are able to measure performance and progress on a continuous basis. Hence, the end-of-year targets must be based on quarterly and monthly targets, and the Municipal Manager must ensure that the budget is built around quarterly and monthly information. Being a start-of-year planning and target tool, the SDBIP gives meaning to both in-year reporting in terms of section 71 (monthly reporting), section 72 (mid-year report) and end of year annual reports.

The SDBIP is essentially the management tool which links each service delivery output to the budget of the municipality and also indicates the responsibilities and outputs for each of the senior managers in the top management team.

Being a management and implementation plan (and not a policy proposal), the SDBIP is not required to be approved by Council – HOWEVER it is required to be tabled before Council and made public for information and for purposes of monitoring.

A3: Process of Formulation

Section 1 of the MFMA defines the SDBIP as:

“a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality’s delivery of services and the execution of its annual budget and which must include (as part of its top layer) the following:

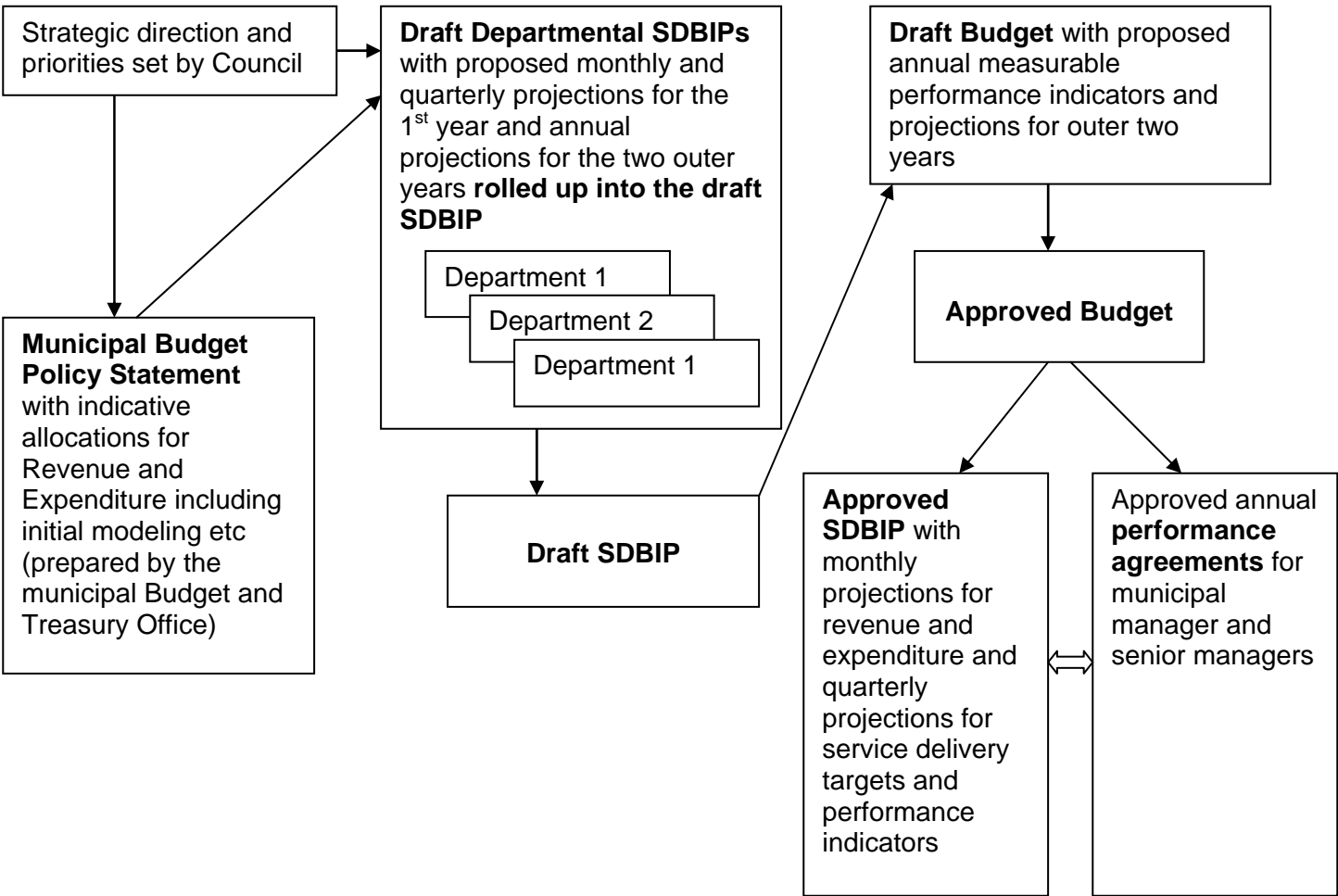
- (a) projections for each month of –*
 - (i) revenue to be collected, by source: and*
 - (ii) operational and capital expenditure, by vote:*
- (b) service delivery targets and performance indicators for each quarter”.*

The Municipal Manager is responsible for the preparation of the SDBIP, which must be legally submitted to the mayor for approval once the budget has been approved by the council (around end-May or early-June of any financial year). Once the budget is approved by Council, the Municipal Manager should submit to the Mayor, the SDBIP together with the necessary performance agreements for final approval within 14 days after the approval of the budget. Upon approval of the SDBIP and the performance agreements by the Mayor, it is imperative that the plan and agreements are made public within 14 days, preferably before 01 July of only financial year. It is noted that it is only the top layer (or high-level) details of the SDBIP that is required to be made public.

A4: Timing and Methodology for Preparation of Service Delivery and Budget Implementation Plan (SDBIP)

The Municipal Finance Management Act, Act 56 of 2003, in specific, Section 69(3)(a) of the MFMA requires the Accounting Officer to submit a draft SDBIP to the mayor no later than 14 days after the approval of the budget and draft of the performance agreement as required in terms of Section 57(1)(b) of the Municipal Systems Act. The mayor must subsequently approve the SDBIP no later than 28 days after the approval of the budget in accordance with section 53(1)(c)(ii) of the MFMA.

A5: Process for preparing and approving the SDBIP



SECTION B:

B1: Overview of the Municipality

Richmond Municipality (KZ227) is one of the seven category B municipalities comprising the uMgungundlovu District Municipality (DC22) and comprises seven (7) wards. It is located along the southern boundary of the uMgungundlovu District Municipality (uMDM) and is approximately 38 kilometers south of Pietermaritzburg which is the capital of the Province.

At approximately 1232 square kilometers in extent and a population of approximately 63222, according to the last census figures, is the fourth smallest Municipality within the uMDM family of Municipalities.

The majority of the population resides in areas which are predominantly rural and which areas are characterized by low levels of basic services and facilities and substantial unemployment.

The village of Richmond – Ward 1 – is the only urban centre which is recognized as the main economic node due to the services provided and nature of activities which exist in association with the Magistrate's Court, clinic, pension pay point, health, education and welfare office and similar state services. Land uses within this area are typically urban mixed uses with high levels of limited infrastructural and services development and an adequate provision of social facilities and services to support the resident populations.

A large portion of the municipal area is used for agricultural activities, which is also the largest employer of the municipal population. In this way agriculture is the backbone of the Municipality's economy. This suggests that preservation of high quality agricultural land is very important and development should therefore be responsive to the need of preservation.

B2: Functioning of the Council

B2.1 About the Council

The municipality operates within a Ward Participatory System and has 7 wards and 13 Councillors with an Executive Committee – with the Mayor as Chairperson – consisting of 3 Councillors. Ward Councillors chair Ward Committees which are responsible for discussing local concerns.

The Richmond Municipal Council meets bi-monthly and the Executive Committee meets on a monthly basis.

B2.2 Council Committees

The three Councillors who constitute the Executive Committee sit as Chairpersons of the Councils Portfolio Committees. The following Committees are established:

Local Economic Development Committee

Chairperson: Cllr B Ngcongco (Mayor)

D R Phoswa
T Shelembe
T C Madonda

Human Resource Committee

Chairperson: Cllr S J Mchunu

Z S Msomi
B Mngadi
(one vacancy exists)

Community Development and Social Services

Chairperson: Cllr B Dlamini (Deputy Mayor)

P L Shange
M T Shelembe
M P Vezi

SECTION C:

C1: Corporate Strategy and Strategic Focus Area

Vision:

THE RICHMOND VISION 2015

Through innovation and dedication, the Richmond Municipality will provide its citizens with access to physical, social and economic development opportunities in a safe and secure environment.

C2: Development priorities, objectives and strategies

| Priority/KPA | Objective | Strategy |
|--|--|--|
| Basic Service Delivery and Infrastructure Development | To address service backlogs and future growth as well as maintain and upgrade existing infrastructure | <ul style="list-style-type: none"> - Liaise with uMDM for the extension of the water provision for all areas. More resources must be allocated to areas with no access to water. - The number of households with access to refuse removal services will be increased through the extension of the service to all areas - Liaise with uMDM for the extension of the sanitation provision for all areas. More resources must be allocated to areas with no access. - Add value to uMDM WSDP and ensure that projects identified are implemented - Ensure that Energy Masterplan is developed in line with current status and to ensure the provision of energy (grid and non-grid) in order to reduce the backlog |
| | To provide adequate stormwater infrastructure, sidewalks and surface drains on a prioritized basis | <ul style="list-style-type: none"> - Prioritise projects for implementation and align municipal budget accordingly - Liaise with uMDM for execution of this function |
| | To assist in ensuring that all solid waste generated is adequately removed, recycled or reused | <ul style="list-style-type: none"> - Liaise closely with uMDM for execution of this function - Formulation and implementation of Waste Management Plan |
| | To assist in ensuring the suitable provision of cemetery and crematoria | <ul style="list-style-type: none"> - Liaise closely with uMDM for execution of this function - Ensure review of uMDM Cemetery and Crematoria Plan |
| | To facilitate and accelerate housing development | <ul style="list-style-type: none"> - Revision of Housing Sector Plan - Ensure that Housing Sector Plan is implemented in accordance with priority areas identified and projects to receive funding - Ensure that housing projects being implemented with the necessary basic and internal services - Introduce and Capacitate the housing unit |
| | To maintain and upgrade the level of existing services to meet the required standards to ensure sustainability of projects | <ul style="list-style-type: none"> - Road maintenance plan to be formulated in terms of identified priority roads and passages - Road Implementation Register to be |

| | | |
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| | | <p>established to ascertain record of roads and passages maintained</p> <ul style="list-style-type: none"> - Liaise with DoT to ascertain projects and programmes in line with Zibambebe and EPWP - Ensure that priority projects which are the responsibility of the relevant service authority are communicated timeously and receive the necessary attention - Establish communication channel with municipal representative to DoT Rural Roads Forum - Liaise with uMDM to align the contents of the proposed Transport Plan with the current scenario and in terms of priorities identified |
| | To ensure provision of free Basic Services to all indigent households | <ul style="list-style-type: none"> - Partnership with ward committees, NGO's, CBO's and ward Councillors to encourage indigent households to register - Intensify communication methods to attract more registrations |
| | To facilitate affordable quality services | <ul style="list-style-type: none"> - Consult on all new tariffs to be set - Establish Customer Care Centre |
| | To develop new infrastructure in partnership with other spheres of government, business, Parastatals, etc | <ul style="list-style-type: none"> - Improve reporting and expenditure on provincial and national government funded projects |
| | To promote infrastructure investment in order to stimulate economic growth and development | <ul style="list-style-type: none"> - Intensify the upgrading of old infrastructure and improve maintenance - Improve the bulk infrastructure to stimulate new growth points - Improve targeted development (industrial node) and identify catalyst projects |
| Social and Local Economic Development | To ensure social development to communities | <ul style="list-style-type: none"> - Implement arts, culture and sporting activities - Liaise with sector departments to ensure fully-fledged Thusong Centre |
| | To ensure that needs of vulnerable, women, physically challenged and youth are provided for | <ul style="list-style-type: none"> - Liaise with sector departments and stakeholders to ensure that needs of vulnerable, women, physically challenged and youth are provided for - Identify and source external funding for the implementation of programmes and projects to address target groups |
| | To promote access to education facilities | To liaise closely with Department of Education and Department of Public Works regarding the execution of this function |
| | To improve skills level within communities | Liaise closely with the Department of Labour |

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| | | regarding the execution of this function |
| | To promote safety and security | <ul style="list-style-type: none"> - Formulation of Community Safety Plan - Support Community Policing Forums |
| | To ensure the implementation of HIV/AIDS programme | <ul style="list-style-type: none"> - Develop/Review HIV/AIDS Strategy - Delivery on programmes and projects included in the Strategy |
| | To lobby and advocate programmes for women, youth and children and people with disabilities | <ul style="list-style-type: none"> - All depts to have focused programmes on empowering youth and women - Implement EPWP projects that support women and youth development - Support establishment of Youth Advisory Centre |
| | To promote, attract and retain investors | <ul style="list-style-type: none"> - Promote the economy of Richmond through the development and support of Small and Medium Enterprises, for local residents through SMME's, tourism and capital projects undertaken within the municipal area - Implement Tourism and Marketing Strategy - Development of an Investor Database |
| | To support successful implementation of Local Economic Development Unit | <ul style="list-style-type: none"> - Second an official to LED Unit to be establishment as part of the implementation of the RSDI - Identify suitable projects and programmes for packaging for external funding and ensure successful implementation of projects/programmes identified |
| | To promote a diverse Economic Development and job creation for local residents through SMME's, tourism and capital projects undertaken within the municipal area | <ul style="list-style-type: none"> - Training of SMME's - Implement EPWP projects - Development of an investment / investor database |
| | <p>To support BBBEE as part of economic development</p> <p>To create conditions conducive to entrepreneurial activity and investment</p> | <ul style="list-style-type: none"> - The municipality's procurement processes will be implemented in line with the government BEE Act and Preferential Procurement Act - Specific targets to award contracts to local companies - Training of SMME's and local entrepreneurs on the SCM policy - Support establishment of cooperatives |
| | To position the municipality as a player in the district, provincial and national economy | <ul style="list-style-type: none"> - Take advantage of the Municipality's positioning in terms of provincial corridors, its proximity in terms of N3 as well as Dube Trade Port, Capital of KZN and eThekweni Municipality |

| | | |
|---|---|--|
| Spatial Restructuring | To ensure spatial restructuring and integrated land use management | <ul style="list-style-type: none"> - Finalisation and implementation of SDF - Finalisation and implementation of LUMS - Finalisation and implementation of Town Regeneration Strategy - Develop bulk infrastructure in the development nodes |
| | To ensure sustainable environment management and protection | <ul style="list-style-type: none"> - Educate community on importance of environment management and protection in consultation with DAEA |
| | To facilitate finalisation of land restitution, redistribution claims and tenure reform | <ul style="list-style-type: none"> - Develop specific plans to support development in specified areas |
| Disaster Management | To ensure provision of adequate disaster management and emergency services | <ul style="list-style-type: none"> - Municipality to review and implement Disaster Management Plan - Municipality to liaise with uMDM to ensure that residents are provided with disaster management services |
| | | |
| Municipal Transformation and Institutional Development | To promote capacity building through skills development | <ul style="list-style-type: none"> - Appoint Service Providers to undertake skills audit - Review and implementation of Workplace Skills Development Plan |
| | To promote a culture of accountability, transparency and performance management | <ul style="list-style-type: none"> - Review and implementation of PMS inclusive of development of Municipal Scorecard as well as Municipal Indicators - Report to Council, Ward Committees and Communities regularly |
| | To revise organisational structure to ensure alignment with and implementation of the IDP | <ul style="list-style-type: none"> - Assess current situation and review organisational structure to ensure delivery in terms of IDP |
| | To establish, implement and monitor a management information system | Develop a comprehensive ICT plan |
| | To ensure that transformation is reflected in all levels of the municipality through managing an organisational structure supportive of Employment Equity | Review and implement Employment Equity Plan |
| | To ensure compliance and enforcement of bylaws | All departments with the support of Policing Unit to implement by-laws |
| | To develop a realistic and achievable IDP aligned to PMS | <ul style="list-style-type: none"> - Ensure alignment with uMDM and sector departments - Monitor implementation of IDP |
| | To improve overall performance of Municipality | Align IDP, PMS and Budget |
| | To evolve into an employer of choice thereby addressing staff retention | To improve on all HR practices |
| | To ensure that a comprehensive set of policies are adopted that guide operating procedures | Development and implementation of policies and procedures |
| | | |

| | | |
|---|---|---|
| Good Governance and Public Participation | To promote public and stakeholder participation in matters of local government | - Implementation of Community Strategy as well as Citizens Participation Charter |
| | To empower ward committees and communities on matters of governance | - Training of Ward Committees |
| | To oversee the coordination of the IDP process | To merge IDP, budget and PMS into one management process |
| | To utilize resources judiciously | Ensure that the budget is used to achieve the goals of a developmental government |
| | To fulfill responsibilities of the Accounting Officer in terms of MFMA | Implement MFMA |
| | | |
| Financial Viability | To practice sound and sustainable financial management | The Municipality will implement financial policies and systems in order to improve the management of its finances |
| | To promote a culture of payment for services | - The Municipality will implement a credit control policy to increase the amount of revenue collected - The Municipality will maximize efforts of debtor cleansing |
| | To enhance and optimise all current and potential revenue resources | - Municipality will successfully implement the Municipal Property Rates Act |
| | To submit accurate and timeous reports | Ensure that accurate information is available |
| | To compile a budget that will promote developmental local government | Alignment budget with IDP developmental objectives |
| | To submit financial statements | Comply with GRAP requirements |
| | To exercise effective budget control | Effective implementation of SDBIP |
| | To ensure reliability of the asset register and conform to the requirements of GRAP | Conversion of fixed asset register and conduct regular counts |
| | To implement effective revenue management practices | Reduction of outstanding debt |
| | To implement effective expenditure management practices | Evaluate effectiveness of current practices and make appropriate adjustments |
| | To fully implement the supply chain management rules and regulations | Conduct compliance audit and action plan to adhere to compliance requirements |
| | To ensure that staff are fully empowered to succeed in their jobs | Address skills gaps |

SECTION D:

D1: Monthly projections of Revenue by Source

To be inserted on completion of the budget process

D2: Monthly projections of Operational Expenditure

To be inserted on completion of the budget process

D3: Monthly projections of Operational Expenditure per Department

To be inserted on completion of the budget process

D4: Monthly projections of Capital Expenditure per Department

To be inserted on completion of the budget process

SECTION E:

E1: Service Delivery Targets and Performance Indicators

E1.1: Basic Service Delivery and Infrastructure Development

| Objective | Strategy | Key Performance Indicator | Annual Target | Quarterly Target | | | |
|---|---|--|---------------|------------------|-----------------|-----------------|-----------------|
| | | | | 1 st | 2 nd | 3 rd | 4 th |
| <p>To address service backlogs and future growth as well as maintain and upgrade existing infrastructure</p> <p>- access to water, sanitation and electricity</p> | - Liaise with uMDM for the extension of the water provision for all areas. More resources must be allocated to areas with no access to water. | % or number of prioritized projects included on uMDM WSDP and implemented including: - ensuring that sanitation projects are included on uMDM WSDP - Meaningful input on settlement patterns to the WSDP | 100% | 15% | 25% | 35% | 25% |
| | - The number of households with access to refuse removal services will be increased through the extension of the service to all areas | Increased % or number of households with access to refuse removal | 100% | 25% | 25% | 25% | 25% |
| | - Liaise with uMDM for the extension of the sanitation provision for all areas. More resources must be allocated to areas with no access. | % or number of prioritized projects included on uMDM WSDP and implemented including: - ensuring that sanitation projects are included on uMDM WSDP - Meaningful input on settlement patterns to the WSDP | 100% | 15% | 25% | 35% | 25% |
| | - Add value to uMDM WSDP and ensure that projects identified are implemented | Number of meetings held with WSA officials of uMDM | 12 | 3 | 3 | 3 | 3 |

| Objective | Strategy | Key Performance Indicator | Annual Target | Quarterly Target | | | |
|---|--|---|---------------|------------------|-----------------|-----------------|-----------------|
| | | | | 1 st | 2 nd | 3 rd | 4 th |
| <p>To address service backlogs and future growth as well as maintain and upgrade existing infrastructure</p> <p>- access to water, sanitation and electricity</p> | <p>- Ensure that Energy Masterplan is developed in line with current status and to ensure the provision of energy (grid and non-grid) in order to reduce the backlog</p> <p>- Liaise closely with uMDM and DME regarding execution of function and subsequent implementation of projects / programmes</p> <p>- Liaise closely with non-governmental organisation for the identification of target areas and the implementation of programmes/projects specific</p> | <p>% or number of prioritised projects implemented with increased access to electricity or alternate energy including:</p> <ul style="list-style-type: none"> - identification of areas requiring streetlights and source funding - alignment of uMDM IEP/DME electrification priorities - supply and delivery of alternate energy - raise awareness regarding illegal connections | 100% | 25% | 25% | 25% | 25% |
| <p>To provide adequate stormwater infrastructure, sidewalks and surface drains on a prioritized basis</p> | <p>- Priorize projects for implementation and align municipal budget accordingly</p> <p>- Liaise with uMDM for execution of this function</p> | <p>% of prioritized projects implemented including:</p> <ul style="list-style-type: none"> - preparation of a stormwater plan and source funding for implementation | 100% | 15% | 25% | 35% | 25% |
| <p>To assist in ensuring that all solid waste generated is adequately removed, recycled or reused</p> | <p>- Liaise closely with uMDM for execution of this function</p> <p>- Formulation and implementation of Waste Management Plan</p> | <p>% of prioritised projects / programmes funded and implemented including:</p> <ul style="list-style-type: none"> - development of Waste Management Plan - Initiation & implementation an anti-litter awareness / zero-tolerance campaign - expansion recycling campaign to non-serviced areas - purchase of bins for distribution and erection of relevant signage - extension of services - establishment of Regional Landfill Sites <p>Monitoring Committee</p> | 100% | 30% | 30% | 40% | 0% |

| Objective | Strategy | Key Performance Indicator | Annual Target | Quarterly Target | | | |
|--|--|---|---------------|------------------|-----------------|-----------------|-----------------|
| | | | | 1 st | 2 nd | 3 rd | 4 th |
| To assist in ensuring the suitable provision of cemetery and crematoria | <ul style="list-style-type: none"> - Liaise closely with uMDM for execution of this function - Ensure review of uMDM Cemetery and Crematoria Plan | % of prioritised projects funded and implemented including: - alignment of local plans with uMDM Integrated Cemeteries and Crematoria Plan - closure of existing informal cemetery sites | 100% | 25% | 25% | 25% | 25% |
| To facilitate and accelerate housing development | <ul style="list-style-type: none"> - Revision of Housing Sector Plan - Ensure that Housing Sector Plan is implemented in accordance with priority areas identified and projects to receive funding - Ensure that housing projects being implemented with the necessary basic and internal services - Introduce and Capacitate the housing unit | % or number of prioritised projects funded and implemented including: - conduct audit and establish database of existing informal settlers - embark on slums clearance - acquisition of funding for projects - complete detail planning including appointment of implementing agents | 100% | 25% | 25% | 25% | 25% |
| To maintain and upgrade the level of existing services to meet the required standards to ensure sustainability of projects | <ul style="list-style-type: none"> - Road maintenance plan to be formulated in terms of identified priority roads and passages - Road Implementation Register to be established to ascertain record of roads and passages maintained - Liaise with DoT to ascertain projects and programmes in line with Zibambeke and EPWP - Ensure that priority projects which are the responsibility of the relevant service authority are communicated timeously and receive the necessary attention - Establish communication channel with municipal representative to DoT Rural Roads Forum - Liaise with uMDM to align the contents of the | % of prioritised projects and programmes funded and implemented including: - consultation with uMDM Public Transport Plan and DoT to align priorities - identification of roads and passages requiring rehabilitation - preparation of a phased urban roads upgrade and maintenance plan - address inadequate signage and the installation of | 100% | 15% | 15% | 30% | 40% |

| | | | | | | | |
|--|---|--------------------------------------|--|--|--|--|--|
| | proposed Transport Plan with the current scenario and in terms of priorities identified | appropriate traffic calming measures | | | | | |
|--|---|--------------------------------------|--|--|--|--|--|

| Objective | Strategy | Key Performance Indicator | Annual Target | Quarterly Target | | | |
|---|--|--|---------------|------------------|-----------------|-----------------|-----------------|
| | | | | 1 st | 2 nd | 3 rd | 4 th |
| To ensure provision of free Basic Services to all indigent households | - Partnership with ward committees, NGO's, CBO's and ward Councillors to encourage indigent households to register | % of indigent households provided with free Basic Services | 100% | 25% | 25% | 25% | 25% |
| | - Intensify communication methods to attract more registrations | No of campaigns held | 4 | 1 | 1 | 1 | 1 |
| To facilitate affordable quality services | - Consult on all new tariffs to be set - Establish Customer Care Centre | No of meetings held | 4 | 1 | 1 | 1 | 1 |
| | | Established and full fledged Customer Care Centre | 1 | | | | 1 |
| To develop new infrastructure in partnership with other spheres of government, business, Parastatals, etc | - Improve reporting and expenditure on provincial and national government funded projects | No of reports submitted to provincial and national government | 24 | 6 | 6 | 6 | 6 |
| To promote infrastructure investment in order to stimulate economic growth and development | - Intensify the upgrading of old infrastructure and improve maintenance - Improve the bulk infrastructure to stimulate new growth points - Improve targeted development (industrial node) and identify catalyst projects | No of projects requiring rehabilitation identification including development and implementation of infrastructure register and committed funding to undertake implementation | Ongoing | | | | |

E1.2 Social and Local Economic Development

| Objective | Strategy | Key Performance Indicator | Annual Target | Quarterly Target | | | |
|---|--|---|---------------|------------------|-----------------|-----------------|-----------------|
| | | | | 1 st | 2 nd | 3 rd | 4 th |
| To ensure social development to communities | <ul style="list-style-type: none"> - Implement arts, culture and sporting activities - Liaise with sector departments to ensure fully-fledged Thusong Centre | Number of sporting facilities upgraded | 2 | 1 | | 1 | |
| | | Number of community halls constructed | 2 | 1 | | | 1 |
| To ensure that needs of vulnerable, women, physically challenged and youth are provided for | <ul style="list-style-type: none"> - Liaise with sector departments and stakeholders to ensure that needs of vulnerable, women, physically challenged and youth are provided for - Identify and source external funding for the implementation of programmes and projects to address target groups | Number of target groups assisted | 6 | 1 | 2 | 1 | 2 |
| | | Number of projects / programmes with committed funding and implemented | 3 | 1 | 1 | | 1 |
| To promote access to education facilities | To liaise closely with Department of Education and Department of Public Works regarding the execution of this function | Number of meetings held with the DoE and DPW including the amount of funding solicited for implementation of projects / programmes identified | 4 | 1 | 1 | 1 | 1 |
| | | | 100% | 25% | 25% | 25% | 25% |
| To improve skills level within communities | Liaise closely with the Department of Labour regarding the execution of this function | Audit of skills shortage together with identification of skills required including implementation of programmes to address skills shortage | 100% | 25% | 25% | 25% | 25% |
| To promote safety and security | <ul style="list-style-type: none"> - Formulation of Community Safety Plan - Support Community Policing Forums | Formulated and adopted plan | 1 | | 1 | | |
| | | Number of CPF meetings attended | 12 | 3 | 3 | 3 | 3 |
| To ensure the implementation of HIV/AIDS programme | <ul style="list-style-type: none"> - Develop/Review HIV/AIDS Strategy - Delivery on programmes and projects included in the Strategy | Number of HIV/AIDS workshops / campaigns held | 4 | 1 | 1 | 1 | 1 |
| | | Formulated and implementable HIV/AIDS strategy with | 1 | | 1 | | |

| | | | | | | | |
|--|--|--|----|---|---|---|---|
| | | committed funding | | | | | |
| To lobby and advocate programmes for women, youth and children and people with disabilities | - All depts to have focused programmes on empowering youth and women | Number of programmes and projects identified and assisted | 4 | 1 | 1 | 1 | 1 |
| | - Implement EPWP projects that support women and youth development | No of projects implemented | 6 | | 2 | 3 | 1 |
| | - Support establishment of Youth Advisory Centre | Established and fully capacitated centre | 1 | | | | 1 |
| To promote, attract and retain investors | - Promote the economy of Richmond through the development and support of Small and Medium Enterprises, for local residents through SMME's, tourism and capital projects undertaken within the municipal area | Development and support to fully capacitate SMMS's including established SMME's | 4 | 1 | 1 | 2 | |
| | - Implement Tourism and Marketing Strategy | Implemented Strategies together with committed funding | 1 | | | 1 | |
| | - Development of an Investor Database | Developed and implemented investor database including continual update (reports) | 4 | 1 | 1 | 1 | 1 |
| To support successful implementation of Local Economic Development Unit | - Second an official to LED Unit to be establishment as part of the implementation of the RSDI | Established and capacitated LED Unit with skills identification and transfer for seconded official | 1 | | | | 1 |
| | - Identify suitable projects and programmes for packaging for external funding and ensure successful implementation of projects/programmes identified | Number of projects identified and implemented | 12 | 3 | 3 | 3 | 3 |
| To promote a diverse Economic Development and job creation for local residents through SMME's, tourism and capital projects undertaken within the municipal area | - Training of SMME's | Number of SMME's trained – training workshops | 4 | 1 | 1 | 1 | 1 |
| | - Implement EPWP projects | No of projects implemented | 6 | 2 | 2 | 1 | 1 |
| | - Development of an investment / investor database | Developed investor / investment database | 1 | | | 1 | |
| To support BBBEE as part of economic development | - The municipality's procurement processes will be implemented in line with the government BEE Act and Preferential Procurement Act | | | | | | |
| To create conditions conducive to | | | | | | | |

| | | | | | | | |
|---|--|---|------|------|------|------|------|
| entrepreneurial activity and investment | <ul style="list-style-type: none"> - Specific targets to award contracts to local companies - Training of SMME's and local entrepreneurs on the SCM policy - Support establishment of cooperatives | | | | | | |
| To position the municipality as a player in the district, provincial and national economy | - Take advantage of the Municipality's positioning in terms of provincial corridors, its proximity in terms of N3 as well as Dube Trade Port, Capital of KZN and eThekweni Municipality | Number of Provincial Corridor meetings attended and % of increase of investment | 4 | 1 | 1 | 1 | 1 |
| Spatial Restructuring | | | | | | | |
| To ensure spatial restructuring and integrated land use management | <ul style="list-style-type: none"> - Finalisation and implementation of SDF - Finalisation and implementation of LUMS - Finalisation and implementation of Town Regeneration Strategy - Develop bulk infrastructure in the development nodes | % of identified project phases complete including: - finalisation and implementation of SDF, LUMS, Town Regeneration Strategy and industrial nodal development | 100% | 25% | 25% | 25% | 25% |
| To ensure sustainable environment management and protection | - Educate community on importance of environment management and protection in consultation with DAEA | Implementation of health and dumping bylaws | 100% | 100% | 100% | 100% | 100% |
| To facilitate finalisation of land restitution, redistribution claims and tenure reform | - Develop specific plans to support development in specified areas | | | | | | |
| Disaster Management | | | | | | | |
| To ensure provision of adequate disaster management and emergency services | <ul style="list-style-type: none"> - Municipality to review and implement Disaster Management Plan - Municipality to liaise with uMDM to ensure that residents are provided with disaster management services | Percentage completion of Disaster Management Plan | 100% | 75% | 25% | 0% | 0% |

E1.3 Municipal Transformation and Institutional Development

| Objective | Strategy | Key Performance Indicator | Annual Target | Quarterly Target | | | |
|---|--|--|-----------------------|------------------|-----------------|-----------------|-----------------|
| | | | | 1 st | 2 nd | 3 rd | 4 th |
| To promote capacity building through skills development | <ul style="list-style-type: none"> - Appoint Service Providers to undertake skills audit - Review and implementation of Workplace Skills Development Plan | Timeous development and submission of 08/09 WSP to LGWSETA | 100% | 100% | | | |
| To promote a culture of accountability, transparency and performance management | <ul style="list-style-type: none"> - Review and implementation of PMS inclusive of development of Municipal Scorecard as well as Municipal Indicators - Report to Council, Ward Committees and Communities regularly | Timeous review and implementation of wholistic PMS | 100% | 50% | 50% | | |
| To revise organisational structure to ensure alignment with and implementation of the IDP | <ul style="list-style-type: none"> - Assess current situation and review organisational structure to ensure delivery in terms of IDP | Implementation of revised organisational structure aligned to IDP and Budget | 100% | 100% | | | |
| To establish, implement and monitor a management information system | Develop a comprehensive ICT plan | Percentage completion of the ICT Strategy Implementation Plan | 100% | 5% | 40% | 50% | 5% |
| To ensure that transformation is reflected in all levels of the municipality through managing an organisational structure supportive of Employment Equity | Review and implement Employment Equity Plan | Timeous submission and acknowledgement of the EEP by DoL including of filling of management positions as indicated in the plan | 100% | | | | |
| To ensure compliance and enforcement of bylaws | All departments with the support of Policing Unit to implement by-laws | Number of bylaws implemented with quarterly reports submitted | 12 | 3 | 3 | 3 | 3 |
| To develop a realistic and achievable IDP aligned to PMS | <ul style="list-style-type: none"> - Ensure alignment with uMDM and sector departments - Monitor implementation of IDP | Aligned and approved IDP including: <ul style="list-style-type: none"> - development of process plan - conducting alignment workshops - development of a draft IDP - Submission of draft for approval - Review of IDP | 1 1 1 1 1 | | 1 1 1 | 1 | 1 |
| To improve overall performance of Municipality | Align IDP, PMS and Budget | PMS Implemented including: | | | | | |

| | | | | | | | | |
|--|---|---|-----------------------------|----------------------------|---|--|---|--|
| | | <ul style="list-style-type: none"> - review of PMS Framework - develop and obtain approval for the SDBIPs - submit monthly progress reports on the implementation of the SDBIP - Review of Performance Agreements - conduct performance appraisals - compile and disseminate Annual Report including Performance Report | 1 1 24 1 4 1 | 1 1 4 1 1 1 | | | | |
| To evolve into an employer of choice thereby addressing staff retention | To improve on all HR practices | % completion of planned initiatives to have a fully staffed structure with competent employees including: <ul style="list-style-type: none"> - HR Audit - development of HR plan | 1 | | | | 1 | |
| To ensure that a comprehensive set of policies are adopted that guide operating procedures | Development and implementation of policies and procedures | A comprehensive set of policies adopted including: <ul style="list-style-type: none"> - any review required and new policies to be developed and implemented | 1 | | 1 | | | |

E1.4 Good Governance and Public Participation

| Objective | Strategy | Key Performance Indicator | Annual Target | Quarterly Target | | | |
|---|---|--|---------------|------------------|-----------------|-----------------|-----------------|
| | | | | 1 st | 2 nd | 3 rd | 4 th |
| To promote public and stakeholder participation in matters of local government To empower ward committees and communities on matters of governance | - Implementation of Communication Strategy as well as Citizens Participation Charter - Training of Ward Committees | Implemented Communication Strategy | 1 | | 1 | | |
| | | Implementation of Citizens Participation Charter including community surveys | 4 | 1 | 1 | 1 | 1 |
| | | No of training workshops held to train ward committees | 4 | 1 | 1 | 1 | 1 |
| To oversee the coordination of the IDP process | To merge IDP, budget and PMS into one management process | Aligned IDP, Budget and PMS including: | | | | | |
| | | - IDP to inform budget | 1 | 1 | | | |
| | | - IDP incorporated into the organisational PMS | 1 | 1 | | | |
| To provide additional assurance regarding the quality and reliability of management practices | Conduct internal audits | - integrated IDP, Budget and PMS by means of SDBIP | 1 | 1 | | | |
| | | Internal audit programme implemented including: | | | | | |
| | | - conducting internal audits to measure controls | 4 | 1 | 1 | 1 | 1 |
| | | - Appointment of Internal Audit Committee | 1 | 1 | 1 | 1 | 1 |
| | | - Submit reports to internal audit committee | 4 | 1 | 1 | 1 | 1 |
| To utilize resources judiciously | Ensure that the budget is used to achieve the goals of a developmental government | - submit reports to Council | 4 | 1 | 1 | 1 | 1 |
| | | - implement recommendations | Ongoing | | | | |
| | | % of capital budget spent on capital projects including: | 100% | 25% | 50% | 25% | |

| | | | | | | | |
|--|---|--|-------------------|--------|--------|-------------|--------|
| | | - monitoring of implementation - recommendation of any proposed amendments to SDBIP - Review of the budget | 4 4 1 | 1 1 | 1 1 | 1 1 1 | |
| To fulfill responsibilities of the Accounting Officer in terms of MFMA | Implementation MFMA | Exercise of functions assigned to Accounting Officer including: - identification of gaps through applying the implementation checklist - development and implement an action plan to ensure compliance | Ongoing 4 4 | 1 1 | 1 1 | 1 1 | 1 1 |
| To promote service delivery through cooperative governance | Compliance with the Intergovernmental Relations Framework Act | Legal compliance including: - number of IGR meetings attending - implementation of IGR resolutions | 4 4 | 1 1 | 1 1 | 1 1 | 1 1 |

E1.5 Financial Viability

| Objective | Strategy | Key Performance Indicator | Annual Target | Quarterly Target | | | |
|---|---|--|---------------|------------------|-----------------|-----------------|-----------------|
| | | | | 1 st | 2 nd | 3 rd | 4 th |
| To practice sound and sustainable financial management | The Municipality will implement financial policies and systems in order to improve the management of its finances | | 100% | 25% | 25% | 25% | 25% |
| To promote a culture of payment for services | - The Municipality will implement a credit control policy to increase the amount of revenue collected - The Municipality will maximize efforts of debtor cleansing | | | | | | |
| To enhance and optimise all current and potential revenue resources | - Municipality will successfully implement the Municipal Property Rates Act | | | | | | |
| To submit accurate and timeous reports | Ensure that accurate information is available | No of monthly reports submitted including: - quarterly reports to council (sec 52(d)) - annual details of bank | 12 4 1 | 3 1 | 3 1 | 3 1 | 3 1 |

| | | | | | | | |
|---|---|--|--------------------------------------|--------------------------------------|--------------------|--------------------|--------------------|
| | | accounts (sec 9(b)) - quarterly reports on withdrawals - mid year budget (sec 72) - annual report (sec 121) - SDBIP (sec 53) - bank reconciliations - Investments - investment policy review | 4 1 1 1 12 1 | 1 3 | 1 3 | 1 3 | 1 3 |
| To compile a budget that will promote developmental local government | Alignment budget with IDP developmental objectives | Developmental budget approved including: - tabling of process plan schedule - tabling of annual budget - approval of annual budget - public meetings | 1 | 1 | | | |
| To submit financial statements | Comply with GRAP requirements | Financial statements submitted including: - trial balance preparation - reconciliation with general ledger - working papers for year end transactions - accounting policies iro statements - CFO reports on statements - completed financial statements - submission to AG and Province | 1 1 1 1 1 1 1 1 | 1 1 1 1 1 1 1 1 | | | |
| To exercise effective budget control | Effective implementation of SDBIP | Monthly SDBIP reports submitted including - monthly reports to SM's iro I&E's - Adjustment budget | 12 | 3 | 3 | 3 | 3 |
| To ensure reliability of the asset register and conform to the requirements of GRAP | Conversion of fixed asset register and conduct regular counts | GRAP compliant asset register in place including development | 1 | | 1 | | |

| | | | | | | | |
|--|---|---|--|--------------------------|--------------------------|--------------------------|--------------------------|
| | | of an asset management policy | | | | | |
| To implement effective revenue management practices | Reduction of outstanding debt | Reduction of outstanding debtors including: - setting of tariffs for services provided - credit control and debt management - increase income based within Municipality - review of financial performance of each function | 1 1 12 Ongoing 4 | 1 3 1 | 1 3 1 | 3 3 1 | 3 3 1 |
| To implement effective expenditure management practices | Evaluate effectiveness of current practices and make appropriate adjustments | Authorised payments made timeously | 100% | 100% | 100% | 100% | 100% |
| To fully implement the supply chain management rules and regulations | Conduct compliance audit and action plan to adhere to compliance requirements | Approved SCM policies that are in line with MFMA and regulations including: - SCM delegations - compile database of suppliers - approval of tenders not recommended in the normal course of the implementation of the SCM - separation of SCM duties - specified tender committees meeting timeously | 12 12 12 12 Ongoing Ongoing | 3 3 3 3 | 3 3 3 3 | 3 3 3 3 | 3 3 3 3 |
| To ensure that staff are fully empowered to succeed in their jobs | Address skills gaps | Competency levels of staff including: - skills audit and soliciting service provider to deliver on training to address skills shortage | 1 | 1 | | | |